

Solicitation Number: SCC060001-A1

## **Statewide Research and Survey Services**

### **Category 3.1.5. Policy Development Research**

Solicitation Due Date:  
September 30, 2005

Submitted to:  
Strategic Contracting Centers  
100 N. 15<sup>th</sup> Ave., Suite 104  
Phoenix, Arizona 85007



Submitted by:  
LeCroy & Milligan Associates, Inc.  
620 N. Country Club, Suite B  
Tucson, AZ 85716  
(520) 326-5154  
FAX (520) 326-5155  
<http://www.lecroymilligan.com>

## Experience and Expertise—Policy Development Research 3.1.5.

### Overview of Experience and Expertise

LeCroy & Milligan Associates, Inc. (LMA) has the breadth of experience and a service philosophy that is well-suited to the variety of services requested in the solicitation . For the past 14 years, LeCroy & Milligan Associates has provided research, evaluation, planning and training services for state, federal and local agencies in a variety of project areas.

The combined personnel of our organization provide a unique balance of individuals that have the analytical, statistical, and substantive expertise to respond to the demands of the RFP and produce exceptional consultation and project services. Project teams are formed to include staff members whose unique experience is most needed by a particular project.

Our staff comprise a multi-disciplinary team with professional backgrounds in psychology, social work, public health, juvenile justice, education, public administration, family studies, and management information systems. Our staff's backgrounds include *direct* program development and administrative experience as well as *consultation* in research. This experience enables us to understand the *practical and practice* issues involved in human services. Also, our work is not dependent on one person but rather involves an entire team to provide the service or product. This provides clients with additional assurance that our work will be completed in a timely and efficient manner.

We have a staff of 21 full-time and 2 part-time employees that work efficiently and effectively in designing and carrying out research, planning, and consultation projects. Because we use a team approach in our work, the burden does not fall exclusively on one evaluator to complete work, and thus we can be efficient and timely in our work. Our team includes:

- 1 President/Evaluator, MSSW
- 1 Executive Director/Evaluator, PhD
- 5 Evaluation Associates, Master's Degrees and PhDs
- 3 Evaluation Specialists, BA
- 1 Computer Systems Manager, BS
- 1 Business/Operations Manager
- 3 Data Entry Specialists
- 7 Quality Assurance & Training Team Members, 3 Master's Degrees

LeCroy & Milligan Associates maintains a well-established office in Tucson, Arizona. The offices are connected with a local area computer network with state-of-the-art word processing equipment, and use Microsoft products, SPSS, Epi-Info, ArcView GIS mapping software, and Dreamweaver software. We also have access to large mainframe computers when needed. Our computer and personnel capacity and experience allows us to process and enter large data sets if needed. Our office has a conference room available for meeting and training when needed. We have a large library of evaluation, prevention and training materials. We have two fax machines to receive documentation and we are available by phone, fax, or email.

Our staff have access to numerous on-line and library resources for reference needs. We have DSL Internet connections with virus and security protection updated regularly. We maintain three websites and regularly post reports, written materials, training materials, and relevant links. We have developed a web platform for training modules used nationally. We use Dreamweaver software for creating secure web-based access for online data collection.

### **Experience and expertise in Policy Development Research**

Our research and evaluation work has contributed to policy development through such research activities as performing needs assessments, literature reviews, surveys and studies to gather information about the effectiveness of programs and initiatives. Results from studies are used to provide information for decision-making among state agency staff, legislators and various advocacy groups. Below are some examples of projects in which we have provided facilitation of strategic planning around policy development.

Nevada “Real Choices” Needs Assessment of Children with Special Health Care Needs (CSHCN). In this 2004 study LMA conducted several surveys and studies to provide a comprehensive report of needs and assets in the state of Nevada regarding the needs of children and families with special health care needs. We gathered data on:

- *medical providers’ perceptions* of CSHCN and their families
- *parents’ perceptions* about availability and accessibility of services, most valued resources, barriers to services, and suggestions for improvement in services
- *currently available government agency resources* for CSHCN throughout Nevada among state, county, and municipal service providers (including financial assistance programs, developmental services, direct services, and educational services)
- *private and nonprofit community resources, activities, and services, all mental health providers, all advocacy groups* available in each geographic area of the State by county
- *service gaps*, including transportation in each geographic area
- *provider availability* in each geographic area (general medical, medical specialty, and physical/speech/occupational therapists) by county
- *socioeconomic breakdown of CSHCN* and their families and a quantitative description charting and/or graphing their geographical location within the state.

This information provided information for policy development within the Nevada Department of Health Services, as part of their “Real Choices” Systems Change grant initiatives.

**Key Staff:** Allison Titcomb, Pat Canterbury, April Hizny, Kerry Milligan

Healthy Families Arizona (Department of Economic Security (DES) (1991-present)—a 14-year project including process and outcome evaluation of home visitation program in 26 sites across Arizona (currently expanding to 48 sites). Over the years, we have completed a qualitative interview study, an implementation study, a focus group study, a cost effectiveness study, several literature reviews and outcome studies, and implemented a statewide quality assurance system. Our quality assurance and training staff direct efforts to prepare for Healthy Families credentialing every four years, requiring each site to examine compliance with comprehensive standards. The quality of these efforts was a contributing factor to Arizona becoming the first

*state system* to be credentialed by Prevent Child Abuse America. Information from the Healthy Families program evaluation is used yearly for strategic planning and policy development at the state level; for example, evaluation information helped inform the budget needed for program expansion.

**Key personnel:** Craig LeCroy, Judy Krysik, Kerry Milligan, Allison Titcomb, Pat Canterbury, Hilary Smith, Cindy Jones, Olga Valenzuela, Kate Whitaker, Pauline Haas-Vaughn.

**Project Contact:** Access to a Pediatric Home for the Homeless Focus Group Study (2002) and the Tucson Planning Council Homeless Youth Survey (2005) are two Pima County needs assessment projects. The projects included focus groups as the main source of data collection to gather needs information from homeless youth. This information has been used by public and private local organizations for planning policies and services for homeless youth.

**Key personnel:** Hilary Smith, Craig LeCroy

Arizona Family Group Decision Making (FGDM) program evaluation (DES)—a three year study (2001-2003) of process and outcomes of the FGDM program in all DES districts in Arizona, which included site visits, observations of family group conferences, instrument development for process and outcome data, analysis of CHILDS data to assess dependency outcomes, and yearly reports and presentations. Information from these studies provided information for policy development at the Department of Economic Security in their efforts to improve child welfare services for children in Arizona.

**Key personnel:** Allison Titcomb, Cindy Jones, Olga Valenzuela, Kerry Milligan.

First Focus On Kids Five Star Quality Rating System, United Way of Tucson and Southern Arizona, (2004-2006). LeCroy & Milligan Associates is participating in the development and piloting of an early innovation project to develop a quality rating system for child care centers in southern Arizona. We have provided quality ratings, conducted an evaluation of the system, and facilitated program review and refinement. Information from the early innovation project is being applied to the development of a statewide Quality Rating System through state agencies. **Key Staff:** Allison Titcomb, Allyson LaBrue, Erika Ortega, Kerry Milligan

## References

### 1) Client Organization/Contact person

#### **Nevada Department of Health Services**

Debra Wagler, Program Manager Real Choices Systems Change program

Bureau of Family Health Services

3427 Goni Road, Suite 108

Carson City, NV 89706

Phone: 775-684-3479

#### **Project Description**

*Nevada Needs Assessment of Children with Special Health Care Needs.* A statewide needs assessment regarding availability and accessibility of community based services for children and their families.

**Project Dates:** August 2004-June 2005

### 2) Client Organization/Contact person

United Way of Tucson and Southern Arizona

Dan Duncan, Vice President, or LaVonne Douville, FFK Impact Director

Phone: (520) 903-9000

**Project Description:** *Consultation with United Way Impact Councils.* LMA staff work as contracted consultants to three Impact Councils to provide technical assistance in needs assessments, grant development, strategic planning, and evaluation.

**Project Dates:** 11/03- present

### 3) Client Organization/Contact person

Arizona Governor's Division for Substance Abuse Policy

Rudy Navarro or Holly Orozco or Stacy Reinstein

(602) 542-6004

**Project Description/Project Dates:** LMA has been involved with numerous projects for the Governor's Division for Substance Abuse Policy. The projects listed below included workshops and technical assistance in needs assessments and sustainability.

- *Youth Educating Parents Technical Assistance:* A project involving two grantees in two counties. The agencies were tasked to design and deliver unique prevention programs that involve youth educating parents about substance abuse. (2002-present)
- *Parenting for Youth Drug Prevention Programs Technical Assistance:* Similar in nature to the previous effort, this project involved six grantees in five counties. (2002-present)
- *An Evaluability Assessment and Evaluation Project for Substance Abuse Prevention Programs for Children:* This project included an assessment of the funded agencies capacity to participate in an evaluation, and the subsequent evaluation of those programs. Recommendations for future grant development and procurement were made. (work sample included in this proposal) (2000-2002)

**4) Client Organization/Contact person**

Arizona Department of Economic Security

Rachel Whyte, Program Manager, Healthy Families Arizona

(602) 542-1563

Paula T. Wright, Statewide Coordinator, Family Group Decision Making Program

Phone: (602) 364-1761

**Project Descriptions**

*Healthy Families Arizona Evaluation.* A statewide evaluation involves 48 sites, with over 8500 total families to date. This project has included process and outcome studies, credentialing work, and quality assurance and training components.

**Project Dates:** 1991 to present.

*Family Group Decision Making program evaluation.* Three year study of process and outcomes of the family group conferencing program implemented through DES districts statewide. **Project Dates:** 2001-2003

**5) Client Organization/Contact Person**

Becky Ruffner, Executive Director

Prevent Child Abuse Arizona

Prescott, Arizona

Phone: 928-445-5038

**Project Description:** Healthy Families Arizona. Ms. Ruffner has worked on the advisory committee since 1991 and is familiar with our work in policy development and strategic planning.

**Project Dates:** 1991-present

**Resumes of key personnel**

Resumes of the following key LeCroy & Milligan Associates staff are attached.

Kerry Milligan, MSSW

Craig LeCroy, Ph.D.

Allison Titcomb, Ph.D.

Pat Canterbury, MPH

April Hizny, BA

Hilary Smith, MA

Cindy Jones BA, MIS

Allyson LaBrue, BA

Erika Ortega, BA

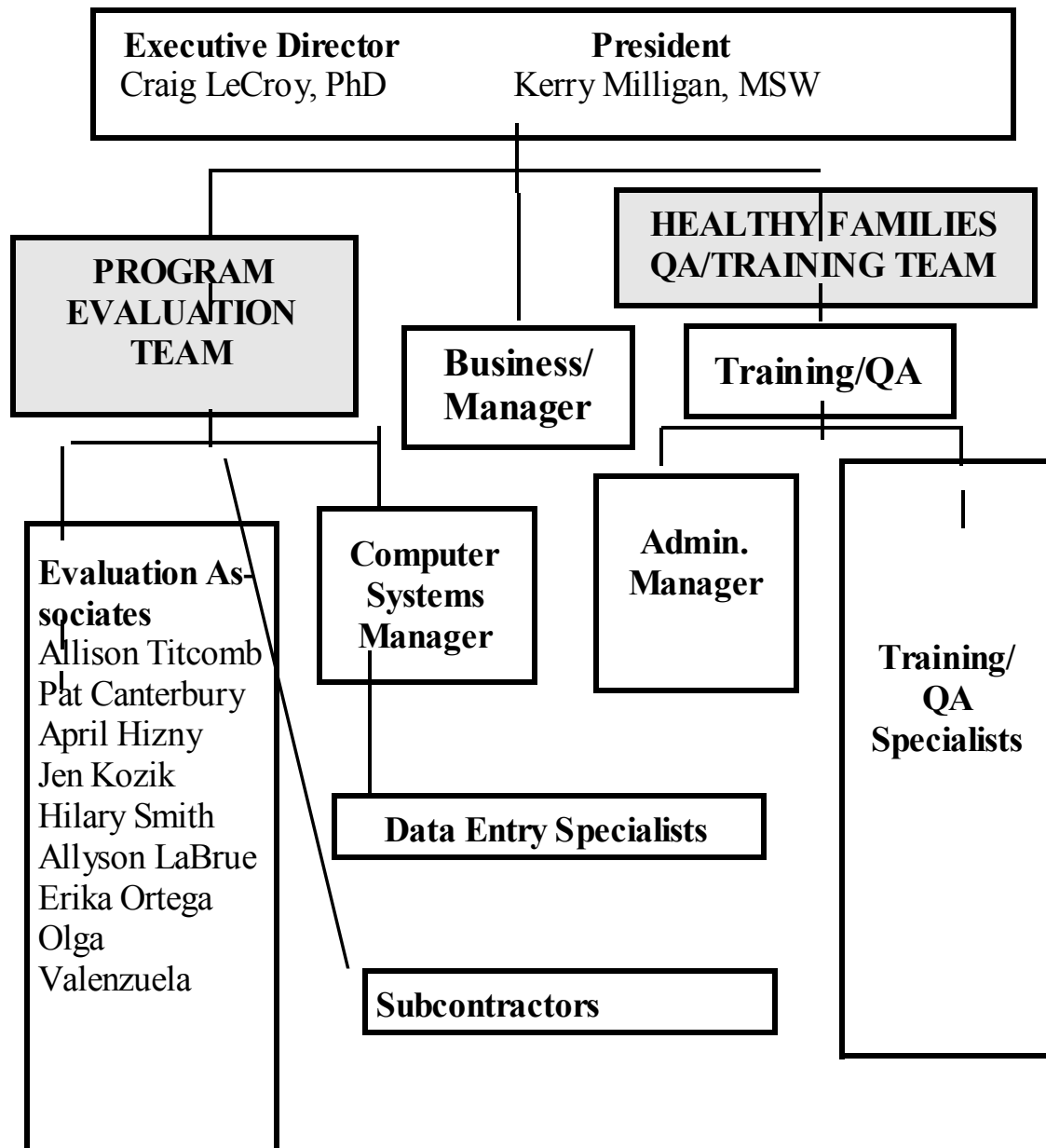
Olga Valenzuela, BA

**Potential Subcontractors:**

- Karen Abman, MSW, consultant, (most recently Director, Governor's Office of Children)
- Judy Krysik, Ph.D., Associate Professor, ASU School of Social Work, College of Public Programs
- LaVonne Douville, MS, consultant, extensive background in children's issues

# LeCroy & Milligan Associates, Inc.

## ORGANIZATIONAL CHART



### **Method of Approach—3.1.5. Policy Development research**

The projects described in Section 1 above (Nevada “Real Choices” Statewide Needs Assessment, Healthy Families Arizona, Arizona Family Group Decision Making and First Focus on Kids Quality Rating System development) utilized qualitative and quantitative methods directly relevant for use with policy development tasks. Staff of LeCroy & Milligan Associates are uniquely prepared to apply their skills and experiences as evaluators, program planners, group facilitators and writers/communicators to address policy development issues around a variety of topics. For example, field/site visits, interviews with staff and stakeholders, focus groups, facilitated group meetings, literature and existing policy reviews, analysis of current data collection efforts and a few examples of the types of methods that can be use for policy development. The most important strategy for this process, however, is the art and science of listening and learning. Our experience, as described above, reflects many years of working closely with key stakeholders and decision makers from a variety of areas to ensure buy-in, to collect and summarize the most critical background information, and to develop strategies and recommendations for practical plans that reflect the best-available information.

The section below describes some of the methods that can be used for key steps of policy development. Our team approach and depth of experience will allow us to best match the specific skills needed for the different pieces of the entire process.

#### **-1- Define Issue/Problem**

Policy development begins with clarity about an issue. Our staff include skilled facilitators who have worked with a number of agencies to help define and focus issues and work that can be used for strategic planning, policy development and program improvement around goals and needs. Defining the problem is often the first step in needs assessments and evaluations. We have used informal and formal strategies such as logic model development, Jigsaw and Delphi methods to guide discussions around issues clarification. We have also used evaluability assessment to guide expectations around policy and procedures related to results monitoring and outcome evaluations for prevention and other social service programs. An example of our experience in facilitation of key issues comes from the consultation we provided for the United Way’s First Focus on Quality project during the development and implementation of the quality rating system for child care centers in Pima county. We served as part of the committee that reviewed the existing efforts of the Governor’s School Readiness Board and helped guide the discussion around the completion of the first draft of a quality ratings matrix. We have continued our role as consultant and discussion facilitator in the ongoing evaluation of the effectiveness and efficacy of this instrument and associated technical assistance for center quality improvement.

#### **-2- Gather Information and Evidence about the Issue**

Once a “need” or issue is clearly identified, a process must be created and implemented to gather existing and new information available on the subject. This is an important main step for many needs assessments and evaluations. LeCroy & Milligan Associates, Inc.’s main business involves gathering information as well as sifting, sorting and summarizing the results to provide useful recommendations and tools for decision makers. We have completed many literature



reviews and other background information searches to help summarize existing knowledge on a wide range of topics. Direct, indirect and ethnographic measures can be used such as surveys (with appropriate sampling strategies), workplace data, observations, key informants, and focus groups. We can provide many examples of collection of information and summary reports in the form of literature reviews and reports. One example, available on our website, was a project completed for the Governor's Office that required a review of the family advocacy centers to document existing policy and procedures regarding coordinated community response to domestic violence. The Nevada "Real Choices" project encompassed many methods to complete needs assessment process regarding children with special health care needs and their families. We conducted focus groups with parents and staff of agencies, we completed detailed updates on services and resources for every county, we created and implemented surveys of medical staff (both hard copy and on-line versions), and we surveyed and summarized the efforts of other states and their unique strategies to serve these children. We also used technological tools, such as GIS, to help craft maps that communicated the differences in services available across the state.

#### -3- Review Recommendations with a Board or other governing body

Our staff has vast experience presenting information and facilitating review discussions about results from needs assessments and other data collection efforts. The Nevada "Real Choices" project, for example, culminated with a detailed written report which was shared with the state advisory board and presented orally with a summary PowerPoint presentation. We also present all our reports to our clients in person and provide an overview of the recommendations. We are also prepared to provide different reporting formats (e.g., in addition to a formal report, brochures, a PowerPoint presentation, policy briefs, and other shorter formats can be provided.)

#### -4- Discussion and Debate

We are also known for our skill in guiding discussions and creating an atmosphere for productive debates on issues ranging from quality rating systems to effective prevention and service programs.

#### -5- Develop Solutions

A key step to developing solutions involves the review of existing policy related to the issue and possible solutions. LeCroy & Milligan Associates often include this type of review as part of the projects we have completed. For example, the Arizona Family Group Decision Making project required the careful and continued review of DES/CPS policies related to referrals to the program, requirements for placements, ability of the state to provide financial support to the families, and other issues that influenced the process for the implementation of family group decision making. These policies were also reviewed in light of the national model for the program, staff were interviewed, and recommendations for changes were included in the annual reports.

The final steps of policy development, implementation and evaluation, are particular strengths of our company. Implementation monitoring and evaluation of outcomes, or changes, are standard requirements of almost all of our projects. The methods used for program evaluation are varied and include some of those mentioned above (e.g., surveys/questionnaires, focus groups, interviews, observations, and document review).

### **Background Information/Work Samples**

Examples of reports and projects can be found on our website, [www.lecroymilligan.com](http://www.lecroymilligan.com), for example:

- *Nevada Needs Assessment of Children with Special Health Care Needs—final report*
- *Healthy Families Arizona program evaluation reports*
- *Access to a Pediatric Home for Homeless Youth Report 2002*
- *Family Group Decision Making annual reports*
- *Arizona's Abstinence Only Program evaluation—Annual reports and executive summaries*